

BUSINESS STRATEGIES AND HEALTH CARE PROGRAMS – Fiscal Year 2011-2012

Department Mission:	The Mission of the BUSINESS STRATEGIES AND HEALTH CARE PROGRAMS is to provide business management and health management services to employees and taxpayers so they can live and work well.
Department Vision:	Citizens serving citizens by working collaboratively, innovatively, efficiently and effectively. We will be responsive to our customers while being fiscally prudent.

Strategic Issues

- Rising health care costs, if not contained, will jeopardize the benefit trust, resulting in diminished or eliminated employee health care coverage.
- The increasing number of employees and their covered dependents that do not avail themselves of recommended age-related preventive health services (well child visits, well adult visits, immunizations, screenings, etc.) will lead to higher health care costs and could put employees and their covered dependents at risk for a life-threatening or debilitating illness.
- The number of employees (5,989 out of 8,146) identified through biometric screening as having at least 3 of the 5 risk factors for metabolic syndrome (high blood pressure, high glucose levels, large waist circumference, low HDL cholesterol levels, and increased triglyceride levels), if not addressed, could result in an increased long-term risk for developing cardiovascular disease and type 2 diabetes.
- The number of health risk factors among County workforce will continue to increase due to age, behavior, not getting preventative care, and sedentary lifestyle which, if not addressed, could put employees at risk for a life-threatening or debilitating illness that would decrease their quality of life.
- There is an increase in the number of people diagnosed with HIV/AIDS who are eligible for services; if not addressed, they will be at risk for poor health outcomes if they do not receive the care they need.

Strategic Goals

- By 2015 there will be a 10% increase in the number of eligible people with HIV/AIDS entering and remaining in medical care
- By 2017, in the average week, 60% of employees will report that they engage in at least 30 minutes of moderate physical activity at least three times a week, an increase from 49% in 2010.
- By 2017, increase the completion rate of Well Adult visits to 44%, an increase from 22% in 2010.
- By 2017, increase the completion rate of Well Child visits to 44%, an increase from 28% in 2010.
- By FY 2017, the number of members enrolled in a County-sponsored medical plan who were immunized against influenza will be 35%, an increase of more than 50% from FY 2011.
- By July 1, 2015, premium rates for medical plans for active employees will be 3% below national medical trend to keep premium rates as low as possible for employees,
- Decrease the percent of employees considered to be overweight/obese (as determined by Biometric Screening results) based on Body Mass Index (BMI) >25 from 74% in 2009 to 70% in 2016.
- Decrease the percent of employees identified with three or more risk factors associated with metabolic syndrome (as determined by Biometric Screening results) from 74% in 2009 to 70% in 2016.

EMPLOYEE HEALTH AND WELLNESS PROGRAM

The purpose of the EMPLOYEE HEALTH AND WELLNESS Program is to provide ergonomic evaluations, consultations and education, employee assistance plan benefits , and wellness education and initiatives to Maricopa County employees so they can have the tools, skills, workspace and resources they need to stay healthy and productive.

EMPLOYEE ASSISTANCE ACTIVITY

The purpose of the Employee Assistance Activity is to provide short-term counseling and referral services for both personal and work-related issues to Maricopa County employees and their families so they can live and work well.

Services

- EMPLOYEE COUNSELING SESSIONS

Family of Measures

Results: Percentage of employees receiving counseling services who felt the services helped them to resolve or cope with their issues

Outputs: Number of active employees who received EAP Benefit coverage

Demands: Number of active employees eligible for EAP Benefit coverage

Efficiencies: Expenditure per employee who received EAP Benefit coverage

EMPLOYEE WELLNESS ACTIVITY

The purpose of the EMPLOYEE WELLNESS Activity is to provide direction, education, consulting and health services to Maricopa County employees, so they can have the tools and information to improve their health and productivity.

Services

- BIOMETRIC SCREENINGS AND ASSESSMENTS
- PHYSICAL FITNESS CENTER FACILITIES
- WELLNESS EDUCATION AND COMMUNICATIONS

Family of Measures

Results: Percent of active employees who received a biometric screening and health risk assessment who took steps to improve their health based on the results

Results: Percentage of employees with less than three risk factors as measured through the biometric screenings

Outputs: Number of employees who received biometric screenings

Demands: Number of active employees who are eligible to receive the biometric screening

Efficiencies: Expenditure per active employee who received a biometric screening

Efficiencies: Expenditure per active employee who received Wellness Benefit plan coverage

ERGONOMICS ACTIVITY

The purpose of the ERGONOMICS Activity is to provide ergonomic evaluations, education and consultations to Maricopa County departments so they can ensure their employees are equipped with the workspace and tools to do their jobs safely and well.

Services

- ERGONOMIC CONSULTATIONS
- ERGONOMIC EDUCATION AND TRAINING SESSIONS
- ERGONOMIC EVALUATIONS

Family of Measures

Results: Percent of departments who received the services who feel that as a result of services, their employees have the tools and workspace to do their jobs safely

Outputs: Number of consultations completed

Outputs: Number of evaluations completed

Outputs: Total number of evaluations and consultations completed

Demands: Number of consultations requested

Demands: Number of evaluations requested

Efficiencies: Expenditure per evaluation/consultation completed

EMPLOYEE HEALTH BENEFITS PROGRAM

The purpose of the EMPLOYEE HEALTH BENEFITS Program is to provide health insurance coverage and wellness services to Maricopa County benefit-eligible covered members so they can have access to effective and affordable health care.

EMPLOYEE DENTAL ACTIVITY

The purpose of the EMPLOYEE DENTAL Activity is to provide dental insurance coverage and information to Maricopa County benefit-eligible employees and their families and retirees so they can have access to effective and affordable dental care.

Services

- EMPLOYEE DENTAL BENEFIT COMMUNICATIONS
- EMPLOYEE DENTAL BENEFIT CUSTOMER SERVICE CONTACTS
- EMPLOYEE DENTAL BENEFIT EDUCATION MATERIALS
- EMPLOYEE DENTAL BENEFIT PLANS

Family of Measures

Results: Loss ratio (percentage of dental claims expenses to premium revenue)

Results: Percentage of eligible employees who rated the Dental benefit as affordable

Outputs: Number of benefit-eligible covered members who received Dental benefit coverage

Outputs: Number of benefit-eligible covered members who received self-funded Dental benefit coverage

Demands: Number of benefit-eligible covered members who enrolled in Dental benefit coverage

Efficiencies: Expenditure per covered member who received dental benefit coverage
Expenditure per eligible employee and retiree who received dental benefit coverage

EMPLOYEE MEDICAL BENEFIT ACTIVITY

The purpose of the EMPLOYEE MEDICAL BENEFIT Activity is to provide Medical insurance coverage and information to Maricopa County benefits-eligible covered members so they can have access to effective and affordable medical care.

Services

- EMPLOYEE MEDICAL BENEFIT COMMUNICATIONS
- EMPLOYEE MEDICAL BENEFIT CUSTOMER SERVICE CONTACTS
- EMPLOYEE MEDICAL BENEFIT EDUCATION CLASSES
- EMPLOYEE MEDICAL BENEFIT PLANS

Family of Measures

Results: Loss ratio (percentage of medical claims expenses to premium revenues)

Results: Percentage of eligible employees who rated Medical benefits plan as affordable

Outputs: Number of benefit-eligible covered members who received coverage in the Choice Fund - Health Savings Account Medical Benefit plan

Outputs: Number of benefit-eligible covered members who received coverage in the CMG High Option Medical Benefit plan

Outputs: Number of benefit-eligible covered members who received coverage in the CMG Low Option Medical Benefit plan

Outputs: Number of benefit-eligible covered members who received coverage in the OAP High Option Medical Benefit plan

Outputs: Number of benefit-eligible covered members who received coverage in the OAP Low Option Medical Benefit plan

Outputs: Number of benefit-eligible covered members who received coverage in the OAPIN Open Access Plus In-Network Medical Benefit plan

Outputs: Number of benefit-eligible covered members who received Medical Benefit coverage

Demands: Number of benefit-eligible covered members enrolled in Medical Benefit coverage

Efficiencies: Expenditure per benefit eligible employee and retiree who received Medical Benefit coverage

Efficiencies: Expenditure per benefit-eligible covered member who received Medical Benefit coverage

EMPLOYEE MENTAL HEALTH ACTIVITY

The purpose of the EMPLOYEE MENTAL HEALTH Activity is to provide Behavioral Health insurance plans to benefit eligible Maricopa County employees and their families and retirees so they can obtain affordable external confidential counseling when faced with personal challenges to help them live and work well.

Services

- EMPLOYEE BEHAVIORAL HEALTH & CHEMICAL DEPENDENCY PLANS
- EMPLOYEE MENTAL HEALTH BENEFIT CUSTOMER SERVICE CONTACTS
- EMPLOYEE MENTAL HEALTH BENEFITS COMMUNICATIONS
- EMPLOYEE MENTAL HEALTH BENEFITS EDUCATION CLASSES

Family of Measures

Results: Loss ratio (percentage of mental health claims expenses to premium revenue).

Results: Percentage of benefit-eligible employees who received the Mental Health benefit plan who are satisfied with the benefit according to the annual benefit satisfaction survey results.

Outputs: Number of benefit-eligible covered members who received the Mental Health Benefit coverage

Demands: Number of benefit-eligible covered members enrolled in Mental Health Benefit coverage

Efficiencies: Expenditure per benefit eligible employee and retiree who received Mental Health Benefit plan coverage

Efficiencies: Expenditure per benefit-eligible covered member who received Mental Health Benefit plan coverage

EMPLOYEE PHARMACY BENEFITS ACTIVITY

The purpose of the EMPLOYEE PHARMACY BENEFITS Activity is to provide pharmacy benefit plans and information to benefit-eligible Maricopa County employees, their families and retirees so they can obtain affordable pharmacy care.

Services

- EMPLOYEE PHARMACY BENEFIT COMMUNICATIONS
- EMPLOYEE PHARMACY BENEFIT CUSTOMER SERVICE CONTACTS
- EMPLOYEE PHARMACY BENEFIT EDUCATION CLASSES
- EMPLOYEE PHARMACY BENEFIT PLANS

Family of Measures

Results: Loss ratio (percentage of pharmacy claims expenses to premium revenues)

Results: Percent of benefit-eligible employees who received the benefit coverage who rated the benefit as affordable to the annual benefit satisfaction survey results

Outputs: Number of benefit-eligible covered members who received Pharmacy Benefit coverage

Demands: Number of benefit-eligible covered members enrolled for Pharmacy Benefit coverage

Efficiencies: Expenditure per benefit eligible employee and retirees who received Pharmacy Benefit plan coverage

Efficiencies: Expenditure per benefit-eligible covered members who received Pharmacy Benefit plan coverage

EMPLOYEE SHORT-TERM DISABILITY ACTIVITY

The purpose of the EMPLOYEE SHORT-TERM DISABILITY Activity is to provide short-term disability insurance plans to Maricopa County benefit-eligible employees so they can obtain affordable income replacement.

Services

- SHORT-TERM DISABILITY COMMUNICATIONS
- SHORT-TERM DISABILITY PLANS (STDD)
- SHORT-TERM DISABILITY CUSTOMER SERVICE CONTACT

Family of Measures

Results: Loss ratio (percentage short-term disability claims expenses to premium revenue)

Results: Percentage of benefit-eligible employees who rated their Short-Term Benefit plan as affordable according to the annual benefit satisfaction survey results

Outputs: The number of benefit-eligible employees who received a Short-Term Disability Benefit plan coverage

Demands: The number of benefit-eligible employees who enrolled in Short-Term Disability Benefit plan coverage

Efficiencies: Expenditure per benefit-eligible employee who received Short-term Disability Benefit plan coverage

EMPLOYEE VISION ACTIVITY

The purpose of the EMPLOYEE VISION Activity is to provide vision insurance coverage and information to benefit-eligible Maricopa County employees, their families and retirees so they can have access to effective and affordable vision care.

Services

- EMPLOYEE VISION BENEFIT COMMUNICATIONS
- EMPLOYEE VISION BENEFIT CUSTOMER SERVICE CONTACTS
- EMPLOYEE VISION BENEFIT EDUCATION CLASSES
- EMPLOYEE VISION BENEFIT PLANS

Family of Measures

Results: Loss ratio (percentage of vision claims expenses to premium revenue)

Results: Percentage of benefit-eligible employees who rated the vision benefit plan as affordable

Outputs: Number of benefit-eligible covered members who received Vision Benefit coverage

Demands: Number of benefit-eligible covered members enrolled for Vision Benefit coverage

Efficiencies: Expenditure per covered member who received Vision Benefit plan coverage

Efficiencies: Expenditure per employee who received a Vision Benefit plan coverage

VOLUNTARY BENEFITS PROGRAM

The purpose of the VOLUNTARY BENEFITS Program is to provide optional benefits and services to Maricopa County covered members so they can take maximum advantage of tax savings and obtain affordable optional benefits.

FLEXIBLE SPENDING ACCOUNT ACTIVITY

The purpose of the FLEXIBLE SPENDING ACCOUNT Activity is to provide elective reimbursement benefits to Maricopa County active employees so they can contribute pre-tax money to pay for health care expenses that are not covered by their insurance program and to pay for dependent care expenses as defined by the Internal Revenue Code Section 213.

Services

- DEPENDENT CARE REIMBURSEMENT PAYMENTS
- FLEXIBLE SPENDING CUSTOMER SERVICE CONTACTS
- FLEXIBLE SPENDING EDUCATION AND COMMUNICATIONS
- HEALTH CARE REIMBURSEMENT PAYMENTS

Family of Measures

Results: Percentage of benefit-eligible employees who are satisfied with the dependent care reimbursement

Results: Percentage of benefit-eligible employees who are satisfied with the health care reimbursement benefit

Outputs: The number of benefit-eligible covered members who received flexible spending benefit coverage.

Outputs: The number of benefit-eligible covered members who received the dependent care reimbursement benefit coverage

Outputs: The number of benefit-eligible covered members who received the health care reimbursement benefit coverage

Demands: The number of benefit-eligible covered members enrolled in the dependent care reimbursement benefit coverage

Demands: The number of benefit-eligible covered members enrolled in the health care reimbursement benefit coverage.

Efficiencies: Expenditure per covered member who received flexible spending benefit reimbursement plan coverage

Efficiencies: Expenditure per enrollee who received flexible spending benefit reimbursement plan coverage

LIFE INSURANCE ACTIVITY

The purpose of the LIFE INSURANCE Activity is to provide life insurance plans to Maricopa County benefit-eligible covered members so they can obtain affordable life and accidental death coverage.

Services

- ADDITIONAL LIFE & ACCIDENTAL DEATH & DISMEMBERMENT POLICIES
- BASIC LIFE ACCIDENTAL DEATH & DISMEMBERMENT POLICIES
- DEPENDENT LIFE INSURANCE POLICIES
- LIFE INSURANCE CUSTOMER SERVICE CONTACTS
- LIFE INSURANCE EDUCATION & COMMUNICATIONS

Family of Measures

Results: Percentage of benefit-eligible employees who enrolled in Accidental Death and Dismemberment Benefit plan who rated the benefits as affordable on the annual benefits satisfaction survey

Results: Percentage of benefit-eligible employees who enrolled in Additional Life Insurance Benefit plan who rated the benefits as affordable to the annual benefits satisfaction survey.

Results: Percentage of benefit-eligible employees who enrolled in Child Life Insurance Benefit plan who are satisfied with the benefits according to the annual benefits satisfaction survey

Results: Percentage of benefit-eligible employees who enrolled in Spousal Life Insurance Benefit plan who are satisfied with the benefits according to the annual benefits satisfaction survey

Outputs: Number of benefit-eligible covered members who received Accidental Death and Dismemberment benefit plans

Outputs: Number of benefit-eligible covered members who received Additional Life Benefit plans

Outputs: Number of benefit-eligible covered members who received additional life, Accidental Death & Dismemberment, Child Life, and/or Spousal Life benefit plans

Outputs: Number of benefit-eligible covered members who received Child Life Insurance

Outputs: Number of benefit-eligible covered members who received Spousal Life Insurance Benefit policies

Demands: Number of benefit-eligible covered members enrolled in Accidental Death and Dismemberment benefit plans

Demands: Number of benefit-eligible covered members enrolled in Additional Life and AD&D Benefit plans.

Demands: Number of benefit-eligible covered members enrolled in Child Life Insurance benefit plans

Demands: Number of benefit-eligible covered members enrolled in Spousal Life Insurance benefit plans

Efficiencies: Expenditure per benefit eligible employee who received additional life, AD&D, child life and/or spousal life insurance

Efficiencies: Expenditure per benefit-eligible covered member who received additional life, Accidental Death & Dismemberment, child life and/or spousal life insurance

OTHER BENEFITS ACTIVITY

The purpose of the OTHER BENEFITS Activity is to provide optional benefits at group rates to covered members so they can obtain affordable optional benefits.

Services

- AUTO INSURANCE POLICIES
- HOME OWNERS INSURANCE POLICIES
- OTHER BENEFITS EDUCATION & COMMUNICATIONS
- PREPAID LEGAL SERVICE POLICIES
- RENTAL INSURANCE POLICIES

Family of Measures

Results: Percentage of employees enrolled in the Prepaid Legal Benefit plan who rated the plan as affordable according to the annual benefit satisfaction survey results

Outputs: The number of covered members under the Prepaid Legal Benefit plan

Demands: Number of covered members enrolled in the Prepaid Legal Benefit plan

Efficiencies: Cost per average monthly person receiving coverage

Efficiencies: Cost per covered member receiving legal services coverage

INDIGENT HEALTH CARE PROGRAM

LITIGATION SUPPORT ACTIVITY

The purpose of the LITIGATION SUPPORT Activity is to provide documents and technical expertise to litigation counsel so they can effectively defend the financial interests of Maricopa County.

Services

- LITIGATION FILES
- LITIGATION PAYMENT AUTHORIZATIONS
- LITIGATION SETTLEMENT NEGOTIATIONS
- LITIGATION SETTLEMENT PROPOSALS
- LITIGATION TESTIMONY EVENTS
- MONTHLY LITIGATION REPORTS

INDIGENT LONG-TERM CARE PROGRAM

COUNTY RESIDUAL LONG TERM CARE ACTIVITY

The purpose of the COUNTY RESIDUAL LONG TERM CARE Activity is to provide long-term care services to clients who did not meet ALTCS standards at the time of its adoption so they can maintain or improve their health.

Services

- COUNTY RESIDUAL LONG-TERM CARE PAYMENTS

Family of Measures

Outputs: Average number of members currently in County Residual Long Term Care Program

Demands: Average number of members in Residual Long Term Care Program

Efficiencies: Expenditure per member currently in County Residual Long Term Care Program

STATE MANDATED PAYMENTS PROGRAM

AHCCCS CONTRIBUTION ACTIVITY

Services

- AHCCCS CONTRIBUTIONS

ALTCS CONTRIBUTION ACTIVITY

Services

- ALTCS CONTRIBUTIONS

ARNOLD V. SARN ACTIVITY

Services

- ARNOLD V. SARN CONTRIBUTIONS

GENERAL MENTAL HEALTH ACTIVITY

Services

- GENERAL MENTAL HEALTH CONTRIBUTIONS

SVP COMMITMENT PAYMENTS ACTIVITY

The purpose of the SVP Commitment Payments Activity is to provide housing for Sexually Violent Persons (SVPs) to the Arizona State Hospital so they can house SVPs in a manner that protects the public.

Services

- SEXUALLY VIOLENT PERSONS COMMITMENT PAYMENTS

PERFORMANCE MANAGEMENT PROGRAM

The purpose of the Performance Management Program is to provide strategic planning and performance measurement services to the Board of Supervisors and Maricopa County Departments and Districts so they can strategically plan the provision of services to the residents of Maricopa County, make data-driven business decisions, and be accountable for transparently measuring and reporting progress in meeting measurable performance goals.

PERFORMANCE MANAGEMENT ACTIVITY

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Services

- DEPARTMENT STRATEGIC BUSINESS PLAN REVIEWS
- MANAGING FOR RESULTS INFORMATION MATERIALS
- MANAGING FOR RESULTS TRAINING SESSIONS
- STRATEGIC BUSINESS PLAN CONSULTATIONS
- STRATEGIC BUSINESS PLAN FACILITATION SESSIONS
- STRATEGIC BUSINESS PLAN PRESENTATIONS
- UPDATED BOARD OF SUPERVISORS STRATEGIC PLAN RECOMMENDATIONS
- UPDATED DEPARTMENT STRATEGIC BUSINESS PLAN RECOMMENDATIONS

Family of Measures

Results: Percent of departments rating MFR consultation services as very helpful (Internal Services Survey)

Results: Percent of respondents who believe MFR will increase organizational effectiveness (ESS survey question)

Outputs: Number of facilitated department activity updates

Outputs: Number of plan reviews received

Demands: Number of department activities to be updated

Demands: Number of plan reviews requested

Efficiencies: Total activity expenditure/updated activity

RYAN WHITE HIV/AIDS- PART A PROGRAM

The purpose of the Maricopa County Ryan White HIV/AIDS Program- Part A Program is to provide a continuum of care containing a mix of core medical services and essential support services to eligible people with HIV/AIDS so they can achieve optimal health, well being and self determination.

CORE MEDICAL SERVICES ACTIVITY

The purpose of the Core Medical Services Activity is to provide direct medical assistance to eligible people living with HIV/AIDS so they can improve their health and manage their disease.

Services

- AIDS PHARMACEUTICAL CONSULTATIONS PART B
- EARLY INTERVENTION CONTACTS
- HEALTH INSURANCE PREMIUM AND COST SHARING CONTRIBUTIONS
- MANAGED MEDICAL CASES (INCLUDING TREATMENT ADHERENCE

- MEDICAL NUTRITION CONSULTATIONS
- MENTAL HEALTH CONSULTATIONS AND TREATMENTS
- OUTPATIENT/AMBULATORY MEDICAL DIAGNOSES
- SUBSTANCE ABUSE OUTPATIENT TREATMENTS

Family of Measures

Results: Percent of clients tested with a Viral load below level of detection

Outputs: Number of core medical service units received

Outputs: Number of eligible clients receiving Outpatient/Ambulatory Medical Care Services

Demands: Number of core medical service units requested

Demands: Number of eligible clients requesting core medical services

Efficiencies: Expenditure per unit of core medical services received

NON-MEDICAL SUPPORT SERVICES ACTIVITY

The purpose of the NON-MEDICAL SUPPORT SERVICES Activity is to provide non-medical support services to eligible people living with HIV/AIDS so they can sustain access and reduce barriers to medical care.

Services

- FOOD BANK/HOME DELIVERED MEALS
- LEGAL CONSULTATIONS
- MANAGED NON-MEDICAL CASES
- MEDICAL TRANSPORTATION CONVEYANCES
- PSYCHOSOCIAL SUPPORT CONSULTATIONS

Family of Measures

Results: Percent of eligible clients with referral to non-medical support services who receive medical services or non-medical support services

Outputs: Number of non-medical support service units received

Outputs: Total number of eligible clients receiving non-medical support services

Outputs: Total number of eligible clients with referral to non-medical support services

Demands: Number of eligible clients requesting non-medical support services

Demands: Number of non-medical support units requested

Efficiencies: Expenditure per non-medical support service unit received

MEDICAL EDUCATION PROGRAM**RESIDENCY TRAINING ACTIVITY****Services**

- RESIDENCY TRAINING

TRIAL DELIVERY PROGRAM**MENTAL HEALTH ORDERS ACTIVITY**

The purpose of the Mental Health Orders activity is to provide payment services to psychiatrists so they can determine that a defendant is mentally able to stand trial.

Services

- MENTAL HEALTH ORDERS

MENTAL HEALTH TESTIMONY ACTIVITY

The purpose of the Mental Health Testimony activity is to provide payment services to contracted psychiatrists at Maricopa Medical Center so they can perform evaluations on persons accused of committing a crime to determine if they are mentally competent to stand trial.

Services

- MENTAL HEALTH TESTIMONY CASES

INFECTIOUS DISEASE CONTROL PROGRAM

The purpose of the INFECTIOUS DISEASE CONTROL Program is to provide identification, screening, treatment and education to clients with or suspected with identified communicable diseases so they can be disease free and avoid spreading them to uninfected individuals.

TUBERCULOSIS TESTING & TREATMENT ACTIVITY

The purpose of the TUBERCULOSIS TESTING & TREATMENT Activity is to provide identification of individuals who have TB infection or individuals who have been exposed to TB infection and to provide screening and treatment to such individuals so they can be free of TB and reduce the spread of the disease in the community.

Services

- TB TESTS
- TB TREATMENTS

Family of Measures

Results: Percent of clients who complete tuberculosis treatment within three months of the treatment goal

Outputs: Number of clients who complete tuberculosis treatment

Outputs: Number of tuberculosis clinic visits

Demands: Anticipated number of tuberculosis clinic visits

Efficiencies: Expenditure per tuberculosis clinic visit